Organizational Development Assessment Tool

Introduction

Organizational Development Assessment Tool is a diagnostic tool designed to help CSOs promote a structured and integrated assessment of their organizational development. The tool is structured around 22 questions divided into seven sections. At the end of each section a field is provided for general comments and considerations that are not elicited in the closed questions.

According to IC&A, organizational development comprises a large-range of processes and initiatives designed to help organizations to achieve their long-term mission and to strengthen their strategic positioning within society.

Please note that Instituto C&A’s financial grant IS NOT conditioned to the questionnaire responses. Answers will be taken solely as indicators to guide us through our institutional development granting process for each partner organization.

How to use the diagnostic tool

For results to be valid, the process requires full participation of organization staff (including management team, programme team, administrative & financial team) as well as a representative number of Board members.

There are two basic ways to administer the questionnaire: (i) all participants involved receive and answer individually and confidentially prior to a face-to-face workshop, during which their responses are collectively discussed; (ii) all participants receive and answer individually during a face-to-face workshop.

However, even when answered individually, it is fundamental to have a collective moment to reflect on the results and draw up an action plan, guided by a facilitator.

At the end of each section, participants must fill in the comment fields by providing details of their answers and mentioning any aspects not elicited in the six sections described below.

The more faithful the answers, the greater IC&A chances are to contribute to strengthening your organization.

Section 1 – Strategy: Who we are and how we act

1. Mission and Vision
   a. There is no Vision and/or Mission statement. The organization does not have a current multi-annual strategic plan.
   b. The organization has a Vision and/or Mission statement, but it is out of date. Consequently, there is no adequate alignment between strategic planning and programmatic work.
   c. The organization has an updated Vision and/or Mission statement, underlying a multi-annual strategic plan, which guides the programmatic work in general terms.
   d. The organization has a clear and consistent Vision and/or Mission statement, which is fully understood and shared across staff members. The Vision and/or Mission statement underlies the company’s multi-annual strategic plan.
guiding both programmatic work and decision-making processes, regularly updated.

2. Organizational Culture
   a. Principles and core values are not fully understood and shared across the organization. Decision-making processes, internal relations and institutional life do not express a coherence of values. A low collaborative environment prevails, with limited listening and autonomy.
   b. Principles and core values are fully understood and shared across the organization. Decision-making processes, internal relations and institutional life express a coherence of values. Nevertheless, the organization has difficulty in challenging outdated values and beliefs crystallized in practices. Internal environment shows some collaboration and listening, but little autonomy.
   c. Principles and core values are fully understood and shared across the organization. Decision-making processes, internal relations and institutional life express a coherence of values. Efforts exist in order to challenge outdated values and beliefs crystallized in practices. Internal environment favors collaboration, listening, and autonomy.
   d. Principles and core values are fully understood and shared across the organization, making them a conscious reference to reflection and decision-making processes. Internal relations and institutional life do express a coherence of values. Organizational culture is regularly subject to reflection. Internal environment favors collaboration, listening, and autonomy.

3. Organizational Image & Reputation
   a. The organization is not identified as part of a movement and/or sociopolitical field, acting in isolation.
   b. The organization is identified as part of a movement and/or sociopolitical field, but is seen as an actor of low protagonism by peer organizations.
   c. The organization is identified as part of a movement and/or sociopolitical field, and is acknowledged by peers for its contribution to social change.
   d. The organization is identified as part of a movement and/or sociopolitical field, and is seen as a leading protagonist by peer organizations.

4. Programmes & Projects
   a. The organization does not have a clear and consistent strategy for action across programmes and projects. Programme and project planning is limited and not regularly updated.
   b. The organization have set clear and consistent strategies for action across programmes and projects. Nevertheless, programme and project planning is limited and not regularly updated.
   c. The organization have set clear and consistent strategies for action across programmes and projects. Programme and project planning is based on context analysis and evaluation and is regularly updated.
d. The organization have set clear and consistent strategies for action across programmes and projects. Strategies are constantly reviewed according to lessons learned. Programme and project planning is based on continuous evaluation, diagnosis, and context analysis, and is regularly updated.

Comments – Section 1:

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Section 2 – Effectiveness: How results are measured and lessons are learnt

5. Monitoring & Evaluation (M&E)
   a. The organization does not carry out systematic M&E processes throughout the programmatic work. There are no defined procedures and clear responsibilities set for collecting, recording and analyzing data and information needed to monitor and evaluate work in progress.
   b. The organization carry out M&E processes throughout the programmatic work. There are a few defined procedures and clear responsibilities set for collecting, recording and analyzing data and information needed to monitor and evaluate work in progress, but with little analysis.
   c. The organization carry out systematic M&E processes throughout the programmatic work. There are defined procedures and clear responsibilities assigned for collecting, recording and analyzing data and information needed to monitor and evaluate work in progress.
   d. The organization has a M&E department, with clearly defined procedures and assigned responsibilities for collecting, recording, and analysing data and information needed to monitor and evaluate work in progress, with external consultancy if needed. Reflection leads to learning and new acquired knowledge that not only influence decision-making processes, but also can influence other experiences and even public policies.

6. Organizational Learning
   a. The organization does not promote reflection that can generate learning from work experience and encourage innovation.
   b. The organization promotes little reflection that can generate learning from work experience, and innovations are rare.
c. The organization promotes reflection capable of generating systematized learning from work experience, leading to social innovation, but with little impact on projects and initiatives.

d. The organization promotes ongoing reflection capable of generating systematized learning from work experience, leading to social innovations, with high impact on projects and initiatives on a permanent basis.

7. Creation of Knowledge
   a. The organization hardly systematize, maintain, and share information gathered from work experience. The organization does not develop relationships with universities or researchers in the field.
   b. The organization systematizes information gathered from work experience and creates knowledge, but hardly stores or shares such knowledge. Relationships with universities and researchers or joint events are not frequent.
   c. The organization systematizes information gathered from work experience, and create and share knowledge on a regular basis, but knowledge management (KM) strategies have not been defined yet. Regular relationships with universities and researchers are established, as well as occasional actions of mutual interest.
   d. The organization systematizes information gathered from work experience and creates knowledge that is shared and transferred on a regular basis. The organization is recognized for its KM best practices, and knowledge assets have attracted interest of researchers in the field. The organization maintains long-term relationships and develops actions of mutual interest with universities and researchers.

Comments – Section 2:


Section 3 – Communication: How we communicate with our target audience

8. Acknowledgment Reputation / Brand Awareness
   a. The target audience and community are not familiar with the organization’s work. Organization’s goals are little known or understood.
   b. Part of the target audience and community is familiar with the organization’s work, but is not supportive.
   c. The target audience and part of the community are familiar with the organization’s work, and give little support to the actions involved.
d. The target audience and community are familiar with the organization´s work, and many people give support to the actions, thus collaborating to the achievement of the organization´s mission.

9. Communication
   a. The organization does not have a communication strategy clearly defined, does not count on specialized professionals, and does not have the appropriate tools to communicate key messages to its target audience (e.g., Facebook page, Website, mailing lists, etc.).
   b. The organization has defined a communication strategy, but it has not materialized into effective practical actions. There are no specialized professionals, and only basic communication tools are used, which do not prove effective in reaching a target audience.
   c. The organization has a communication strategy clearly defined, which has materialized into effective practical actions, with the help of one or more specialized professionals responsible for implementing the planned activities. In general, communication tools are appropriate, but are not used to their full potential.
   d. The organization has a set of communication strategies clearly defined and regularly updated, which has been effectively materialized into practical actions. Communication strategies have been implemented by one or more specialists in the field by using tools designed to communicate with the target audience effectively. The organization is a reference in communication across the sector.

10. Advocacy
    a. The organization does not usually discuss and position itself publicly about relevant political issues. Advocacy is not seen as an important dimension of work, and therefore there are no pressure and influencing actions on public managers.
    b. The organization does not usually promote internal discussions, but occasionally positions itself publicly about relevant political issues. Pressure and influencing actions on public and private managers occur only in an occasional and uncoordinated way.
    c. The organization usually promotes internal discussions, but not always can position itself publicly and quickly about relevant political issues. There are limited pressure and influencing actions on public and private managers, and they are generally aimed at supporting the positioning of leading organizations in their field of activity.
    d. The organization usually promotes internal discussions, and position itself publicly and quickly about relevant political issues along with other actors in the field. The organization has an active participation in forums, platforms, networks and/or mobilization campaigns. The organization plays a leading role in pressure and influencing actions on public and private managers (advocacy), in a regular and articulated way with other actors.
Section 4 – Governance and Management: How We Work

11. Governance
   a. The organization’s main governing body (e.g., Board of Directors) and its associates (gathered in the General Assembly) have difficulties to replace members, and board meetings are not held on a regular basis. They exhibit poor level of direct communication with staff, and have no actual influence on the life of the institution.
   b. The organization’s main governing body (e.g., Board of Directors) and its associates (gathered in the General Assembly) have difficulties to replace members, but board meetings are held on a regular basis. There is some level of communication with staff, but little influence on the life of the institution.
   c. The organization’s main governing body (e.g., Board of Directors) and its associates (gathered in the General Assembly) have difficulties to replace members. They meet on a regular basis, have established direct communication with staff and exercise a positive influence on the life of the institution.
   d. The main governing body of the organization (e.g., Board of Directors) and its associates (gathered in the General Assembly) have members replaced periodically, meet on a regular basis, use effective means of direct communication with staff, and exercise a positive and effective influence on the life of the institution.

12. Executive Management and Leadership
   a. The organization has a standardized and centralized management approach (organizational chart + values), which does not stimulate core values such as participation, co-responsibility and autonomy. Executive leadership is exercised by a person (director, secretary, executive, etc.), in an autocratic manner and with no defined mandate.
   b. The organization has a hybrid management approach (organizational chart + values), which combines a vertical and centralized organizational chart with a paternalistic and unprofessional profile of executive leadership, with no defined mandate. Participation is encouraged, but still in an autocratic and centralized context, without structuring processes and procedures to do so.
c. The organization has a democratic management approach (organizational chart + values) - with horizontal and circular organization chart, defined procedures to encourage effective participation, co-responsibility, collegiality and autonomy, but not yet consolidated. Executive management has no defined mandate, and leadership style is democratic and inspiring, taking place in a context of collegiality.

d. The organization has a fully democratic management approach (organizational chart + values) - with horizontal and circular organization chart, defined procedures to encourage effective participation, co-responsibility, collegiality and autonomy. There is a collegial executive management body, based on defined mandates, with a democratic and inspiring leadership style.

13. Human Resources Management

a. The organization does not have a drafted set of human resources (HR) policies and procedures, and there is no one in charge of HR management. There is not a clear division of roles and responsibilities, and no performance assessment planning.

b. The organization has a drafted set of human resources (HR) policies and procedures, but it is not complete. There is someone responsible for HR, but without the appropriate training. There is not a clear division of roles and responsibilities, and employees accumulate several functions. Performance evaluation is sporadic.

c. The organization has a drafted set of human resources (HR) policies and procedures for personnel management. There is someone with professional training in charge of the area. Performance evaluation is sporadic. The team has clear roles and responsibilities, and there are opportunities for professional development.

d. The organization has a formal, always up-to-date set of human resources (HR) policies and procedures. There is someone with professional training in charge of the area. People are clear about their roles and responsibilities, and their performance is assessed periodically. The entire team has regular professional development opportunities.

Comments – Section 4:
Section 5 – Finance: How we secure our financial sustainability

14. Resource Efficiency
   a. The resources available are not sufficient to meet the institutional and programmatic needs of the organization.
   b. The resources available are almost sufficient to meet the institutional and programmatic needs of the organization. The team has difficulty coping with the number of tasks as there are no resources for hiring professionals to cover all job demands.
   c. The resources available are sufficient to meet the institutional and programmatic needs of the organization, but there is no reserve fund for emergencies. Funding for budget compliance is completed throughout the year, exposing the organization to risks.
   d. The resources available are sufficient to meet the institutional and programmatic needs of the organization. The organization has a contingency fund for emergencies and new investments.

15. Resource Mobilization
   a. The organization does not have a clear resource mobilization strategic plan. There is strong dependence on one or two sources of resources. No investment is made to identify potential strategic partners.
   b. The organization has a clear resource mobilization strategic plan, but with limited implementation. There is dependence on a few donors. No investment is made to identify potential strategic partners.
   c. The organization has a clear resource mobilization strategic plan fully implemented. There is a diversity of donors, and a few strategic partners.
   d. The organization has a clear resource mobilization strategic plan fully implemented resulting in financial sustainability. There is a wide range of donors. There are regular investments to identify potential strategic partners, which are mobilized on a regular basis.

16. Resource Allocation
   a. The organization’s strategy is defined primarily by what donors request. The work is carried out through specific projects, which do not follow a coherent programmatic line.
   b. Much of the organization’s activities respond to requests from donors who support it. The organization takes advantage of funding for specific and limited scope projects to carry out actions of its own interest, without prior notice to or agreement of donors.
   c. There is a lot of effort to value the organization’s interests towards donors. Sometimes it is possible to include activities and broader objectives within funded projects, even though the organization has to give in frequently and make adjustments to its own strategy at donors’ request.
   d. The organization receives support to carry out its mission, without giving in to pressure for strategy adjustments. Donors respect priorities set and do not impose actions or objectives.

17. Financial and Accounting Management
a. The organization does not have a formal financial and accounting management system. There are no defined procedures for financial operations.

b. The organization has some financial and accounting management systems, but they are considered partially inadequate. There are a few defined procedures for financial operations.

c. The organization has adequate financial and accounting management systems. Defined procedures for financial operations are available, but they do not fully meet stakeholders’ needs (board of directors, auditing board, donors, auditors, etc.).

d. The organization has adequate financial and accounting management systems. Procedures for financial operations are clearly defined, up-to-date, and are known to all. Financial and accounting management system meets everyone’s needs (board of directors, auditing board, donors, auditors, etc.).

18. Relationship with Donors and Transparency

a. Communication with donors is not appropriate and/or regular, and they express concern. The organization does not make available its institutional information (associates, council, staff, statutes, etc.) and its plans, budgets, balance sheets, reports and audits publicly and transparently.

b. Communication with donors is carried out on a regular basis, but sometimes inappropriate or untimely. Some donors request additional clarification and/or information. The organization partially and occasionally make available some institutional information, as well as plans, budgets, balance sheets, reports and audits.

c. The organization keeps a good relationship with donors, by sending reports always on time and with the appropriate information. The organization makes its institutional information publicly available, but only some budgets, balance sheets, reports and audits.

d. The organization keeps a good relationship with donors, by sending high quality and timely reports. The organization makes its institutional information publicly available, but only some plans, budgets, balance sheets, reports and audits. The organization has a solid reputation with donors and is recognized as a reference in transparency.

Comments – Section 5:

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Section 6 – Diversity: How we promote equity and inclusion

19. Inside - Inclusion Policies
   a. There is no inclusion and equity strategy, nor is there any initiative to promote diversity. The organization believes that these issues are not a priority at the moment.
   b. There are initiatives to promote diversity (e.g. hiring people with disabilities, teams with gender, race and generational diversity, etc.), but without a clear inclusion and equity strategy that establishes procedures, targets and progress monitoring.
   c. There is an inclusive and equity policy, with procedures, goals and progress monitoring, but the organization has not yet been able to move forward on most of the established goals.
   d. There is an inclusive and equity policy with procedures, goals and progress monitoring which results in effective initiatives to promote diversity. Diversity can be considered a strategic priority for the organization, which contributes to the achievement of its mission.

20. Inside Out - Gender Lens and Promotion of Diversity in Projects
   a. The organization does not consider gender and diversity issues across its social change programs, projects, and actions.
   b. The organization recognizes that gender and diversity issues are important themes in some cases, but do not consider them fundamental to its actions and relationship with target audiences.
   c. The organization applies gender and diversity lens to its actions, strengthening its relations with organizations led by women, blacks and minority populations.
   d. The organization applies gender and diversity lens to all its actions, prioritizing actions that promote and strengthen inclusive and equity values.

Comments – Section 6:
Section 7 – Security: How we protect people and information

21. Safety for Professionals
   a. The organization believes there is no need for a safety plan or protocol. The organization believes not to carry out activities that expose his professionals to risks of physical integrity.
   b. Some one-off security events have already been reported, but the organization does not believe that severity justifies a specific safety plan or protocol.
   c. The organization has already had security problems, such as assaults or threats. Although preventive measures have been taken, a safety plan or protocol has not been implemented yet or, if it exists, it is not widely known and followed by professionals.
   d. There is a security plan or protocol established, well-known and followed by members of the organization at their workplaces and field activities.

22. Information and Digital Security
   a. There are no digital records of organization information, only physical files and printed documents are used. There is no access control to computers and digital communication channels (e.g. e-mail).
   b. Activity logs are kept in unprotected files, without backup. Professionals use their personal e-mail accounts and social networks (Facebook, Twitter, Instagram, etc.) to carry out their tasks within the organization.
   c. The organization keeps digital records of its activities in protected, backed up documents. The organization has its own e-mail accounts and social networks (Facebook, Twitter, Instagram, etc.).
   d. The organization has a document management system with different access levels and individual passwords. All documents are backed up. The organization has its own e-mail accounts and social networks (Facebook, Twitter, Instagram, etc.).

Comments – Section 7: